



A Vision for Excellence

Strategic Plan

March 2019 – March 2022

Submitted to the Board on 29 March 2019

Introduction

Plymouth CAST is a Catholic multi-academy trust of 35 schools and 1 nurse across seven local authorities in Cornwall, Devon and Dorset. We employ 1500 staff and educate 7,300 pupils. The trust was established in 2014. We are forward-facing and confident about the future with a refreshed vision and values, stronger leadership capacity, improved financial controls and budget-setting procedures and clarity of delegated powers in a revised scheme of delegation.

Our principal aim as a trust is to ensure that every one of our pupils is educated in a good or outstanding Catholic school, fulfils his or her academic potential in a safe and stimulating environment, inspired by the Gospel, and leaves us with the qualifications, skills and qualities that will help them to thrive in adult life in modern Britain - with a vision of service for humanity, especially the vulnerable.

We will move forward above all with a spirit of collaboration across the trust and a willingness to engage with other trusts and agencies to provide the best possible education for our pupils. We are one trust, one family of Catholic schools and with this plan, underpinned by our vision and values, we have a clear aim and a clear pathway to achieve that aim. With the energy and commitment we have in our trust, I have no doubt at all that we will fulfil our mission.

Raymond Friel
Chief Executive Officer

Our Vision

The Church insists on the highest standards of academic achievement in its schools, so that our young people leave us as ‘agents of change’ – educated and caring people who have the qualifications, knowledge and skills they need to flourish as human beings and make the world a better place.

Inspired by our Teacher, Jesus Christ, and his good news to the poor, we are especially committed to those who are disadvantaged. We are determined that a child’s start in life need not determine their future. We are committed to the well-being of the earth, our common home, inspired by the example of Pope Francis: to live wisely, think deeply and love generously.

In all our schools we will develop a culture of high expectation and aspiration, based on our fundamental belief in the dignity of all human beings. We want all our pupils to flourish in safe, happy and enriching environments, taught and supported by adults who are skilled, motivated and committed to our shared vision and values.

We will work together as one Trust, one family of schools, one community inspired by a vision for excellence. We commit ourselves to deepen our mission and raise standards in order to provide an excellent Catholic education for every child in our care.

Our Mission

Our mission is to be a community of outstanding schools in which our pupils flourish in safe, happy and stimulating environments and leave us with the knowledge and skills, personal qualities and aspirations, to make the world a better place, inspired by the Gospel.

Our Values – Gospel values

The values which inspire our work and inform the ethos and decision-making in our schools are the values of the Gospel, based on the Beatitudes in the Gospel of Matthew (Chapter 5: 1-11). They represent a vision for a renewed humanity, a new way of being and belonging as taught by Jesus Christ.

Humility, seeing life as a gift

Compassion, empathy

Kindness, gentleness

Justice, working for a fairer world

Forgiveness, reconciliation

Integrity, do what you say

Peace, committed to peacemaking, non-violence

Courage, standing up for truth

Our Strategic Aims – *why we exist*

We have three principal permanent aims which define our purpose as a Trust, namely:

1. to ensure that every pupil is educated in a safe and stimulating environment, inspired by the Gospel, and leaves us with a vision of service for humanity, especially the vulnerable.
2. to ensure that every pupil receives a good or outstanding quality of education, fulfils his or her academic potential and leaves us with the qualifications, skills and qualities that will help them to thrive in adult life in modern Britain
3. to ensure that our pupils are educated in a financially sustainable trust which provides the resources and equipment to fulfil strategic aims 1 and 2.

Our Six Priorities - *what we must do to achieve our aims*

P 1: Deepen the Catholic mission of our schools

P 2: Ensure that safeguarding in all our schools is effective and that they are all providing a Good or Outstanding quality of education

P 3: Secure financial sustainability for the Trust and its schools

P 4: Increase pupil numbers in all Trust schools to PAN

P 5: Strengthen the leadership and governance at all levels in the Trust

P 6: Provide effective systems, policies and processes to support the work of the Trust

Success Criteria by March 2022 for Each Priority

Each priority is supported by an action plan which identifies the actions required to achieve success, who is responsible, by when, at what cost, and how it will be monitored, evaluated and reviewed.

Priority 1 Owner: RF	Success Criteria (impact of action plan by March 2022)	Measured by
Deepen the Catholic mission of our schools	<p>1a – The Vision & Values owned by schools, is reflected in the behaviour in our schools, and demonstrates how Catholic educational mission drives educational excellence (RF)</p> <p>1b – There are more Catholic teachers in Trust schools, all Trust schools are compliant with directives from Bishops’ Conference on RE (10% time) and leadership appointments from Jan 2019 (RF/DSC)</p> <p>1c - All staff understand and support the Catholic mission of our schools, with many taking on mission roles as a result of induction programmes, ongoing training, impact of appraisal objectives (RF)</p> <p>1d – School leaders, foundation directors and governors are confident in leading and developing our Catholic mission and its link to high standards as a result of effective formation and training (RF/DSC)</p> <p>1e – Collaborative working in clusters is embedded and results in effective liaison on Catholic Life programmes and events with local parishes and deaneries (RF/LA)</p> <p>1f - Pupils are confident in mission leadership, with close links to Plymouth Caritas, as seen in chaplaincy teams and collective worship in schools (RF/RE Lead)</p>	<p>1a - S48 inspections, Ofsted inspections, leadership reviews</p> <p>1b – S48 inspections, feedback from Members and DSC, ESM/SEL reports, census data</p> <p>1c – Evaluations from induction programmes, staff survey, sample of appraisal reviews</p> <p>1d – evaluations from formation events, Trust publicity materials</p> <p>1e – Termly reports from cluster leadership to SEL, Feedback from deaneries, S48 inspections</p> <p>1f – S48 inspections, SEL/ESM visits</p>

Priority 2 Owner: LA	Success Criteria (impact of development plan by March 2022)	Measured by
<p>Ensure that safeguarding in all our schools is effective and that they are all providing a Good or Outstanding quality of education</p>	<p>2a – All CAST schools are rated as Good or better by the Trust, with more than one in each cluster rated outstanding (LA)</p> <p>2b - Educational outcomes (attainment and progress) in all Trust schools are at least in line with national averages with 50% above (LA)</p> <p>2c – Educational outcomes for groups, especially Pupil Premium, EAL, LAC, and most able prior attaining pupils (and vulnerable groups in HPA) are at least in line with national averages in all Trust schools (LA)</p> <p>2d – The needs of pupils with SEND are met due to effective Quality First teaching, SEND pupils have no or few exclusions in Trust schools and outcomes in line with national averages (MB)</p> <p>2e – All schools plan and deliver a high quality, broad and balanced progressive curriculum that meets the needs of their pupils very well (MB)</p> <p>2f - Robust assessment processes across the curriculum ensure that lessons meet pupils needs very well and they achieve to a high standard in all subjects (LA)</p>	<p>2a – Trust termly monitoring reports, Ofsted reports</p> <p>2b - Educational outcomes, performance tables</p> <p>2c – CAST SEND reviews, Ofsted reports, pupil voice</p> <p>2d - CAST reviews, School SEFs, Ofsted reports, pupil voice</p> <p>2e - CAST reviews, School SEFs, Ofsted reports, pupil voice</p> <p>2f - CAST reviews, Ofsted reports, performance tables, pupil voice</p>

Priority 3 Owner: KC	Success Criteria (impact of development plan by March 2022)	Measured by
Secure financial sustainability for the Trust and its schools	3a - Viability Plan 2019 implemented effectively with positive outcome on Trust's financial position (RF/KC)	3a – Accounts, Audit
	3b - Annual operating budget at school level shows a minimum of 1% surplus for all schools, with KPIs met (except schools on agreed recovery plans) (KC)	3b – Accounts, Audit
	3c – Trust operating effectively to ensure compliant, consistent and accurate reporting across finance, HR and premises support (KC)	3c – Audit (compliance), SBM feedback and reports
	3d – The secondary school provision in the Trust is operating in financially sustainable way, meeting KPIs (KC)	3d – Accounts, Audit
	3e - Trust maintains a positive cash position with a minimum of 20 days cash in hand (KC)	3e – Management Accounts
	3f – Trust has revenue reserves of no less than £1,000,000 (KC)	3f – Management accounts and statutory accounts
	3g – Quality of education is improved by capital investment (RF/KC)	3g – Feedback from schools

Priority 4 Owner: RF	Success Criteria (impact of action plan by March 2022)	Measured by
<p>Increase the pupil numbers in the Trust</p>	<p>4a – Primary pupil numbers have increased by 300 from 6187 (Feb 2019) and secondary by 150 from 1106 (Feb 2019) due to better Ofsted grades, improved educational outcomes and an effective marketing strategy (RF)</p> <p>4b – All school PANs have been reviewed with most schools (80-90%) in the Trust within 90% of PAN (LA)</p> <p>4c – Pupil numbers have increased to PAN in all Trust schools due to the establishment of pre-school or nursery provision where none existed and where local authority approval was granted (LA)</p> <p>4d – Numbers of Catholic pupils across Trust have increased from 2306/7274 (31.7%, Feb 2019) to 2600 as a result of effective recruitment strategy, partnership with the Diocese and the parishes (RF/DSC)</p> <p>4e – Another secondary school has joined or is in the process of joining the Trust (RF/Board)</p>	<p>4a – School census data</p> <p>4b – School census data</p> <p>4c – CES census data</p> <p>4d – leadership reviews, census data</p> <p>4e – CEO reports to Board, DFE correspondence</p>

Priority 5 Owner: RF/Board	Success Criteria (impact of development plan by March 2022)	Measured by
<p>Strengthen leadership and governance at all levels in the Trust</p>	<p>5a - The Board is highly effective in carrying out its three core functions: leading on vision and strategy, holding the SEL to account for educational and financial outcomes in schools by making good use of timely and robust information and data (Board)</p> <p>5b – Local Governing Boards are working effectively and positively, adding value to the work of schools according to the Scheme of Delegation (RF/DSC/)</p> <p>5c - Central team is running high quality, effective professional development programmes, resulting in all headteachers being effective (able to lead sustained improvement in a school which is good or outstanding) and 30% of headteachers being highly effective (able to lead sustained improvement in a school which is good or outstanding and providing strong leadership across 2 or more other schools) (LA)</p> <p>5d – Clusters are in place and working effectively to secure the educational benefits of collaborative working (LA)</p> <p>5e – Leaders at all levels of the Trust are dynamic and empowered, confident to innovate and contribute to Trust-wide initiatives (RF/Board)</p>	<p>5a – Board self-evaluation, external review</p> <p>5b – Leadership reviews, school visits by SEL</p> <p>5c – Ofsted grades for L&M, ESM reports</p> <p>5d – Ofsted reports</p> <p>5e – Ofsted reports, leadership reviews, Cluster action plans</p>

Priority 6 Owner: KC	Success Criteria (impact of development plan by March 2022)	Measured by
<p>Provide effective systems, policies and processes to support the work of the Trust</p>	<p>6a – The harmonization of staff contracts across CAST, using CES model contracts where available, to achieve equality of pay and conditions and frictionless movement between schools (KC)</p> <p>6b – A CAST-wide Management Information System (pupil data/HR) is in place and provides timely, robust data on key indicators and is used effectively for intervention and best practice (KC)</p> <p>6c – A central IT strategy for all schools, led by what is best in the classroom, provides excellent resources for pupils and improves outcomes (LA/KC)</p> <p>6d – A new CAST website, with web pages for schools, provides coherence, information and useful resources for the trust (KC)</p> <p>6e – CAST-wide safeguarding policy and procedures result in outstanding safeguarding practice across the Trust (MB)</p> <p>6f – CAST-wide Health and Safety policy and procedures result in leaders being secure in their monitoring and schools being safe (KC)</p> <p>6g– CAST-led approach to premises and procurement enhances the school estates and provides value for money (KC)</p> <p>6h – CAST-wide staff well-being surveys show decreasing stress and increasing satisfaction (KC)</p>	<p>6a – HR database reports, Feedback from schools, LGBs</p> <p>6b – Educational outcomes, Ofsted reports, HR indicators</p> <p>6c – Ofsted reports, CAST monitoring reports, Educational outcomes</p> <p>6d – User feedback, audits</p> <p>6e – Safeguarding reviews, reports to Board, Ofsted reports</p> <p>6f– Feedback from schools and Lead Director visits</p> <p>6g – Feedback from schools, Link Director visits, Value for Money report</p> <p>6h– Feedback from survey, staff turn-over</p>

Milestones for Success Criteria

Priority 1 Owner: RF	Summer 2019 Success Criteria	<i>How will we know? Measured by?</i>	March 2022 Success Criteria
Deepen the Catholic mission of our schools	<p>1a - Vision and Values known by our schools – the link between excellence and Catholic mission is understood (RF)</p> <p>1b – Contact with Catholic students and teachers outside of CAST through ITT providers and parishes, all schools are compliant with directives from Bishops’ Conference on headteachers appointed since Jan 2019, Aspiring Heads Cohort A successful, Cohort B recruited (RF)</p> <p>1c – An induction programme for staff new to CAST schools is in place for the first time for use in September 2019 (RF)</p> <p>1d – School leaders, foundation directors and governors know our Catholic mission and its link to high standards as a result of effective formation and training (RF/Board)</p> <p>1e - Clusters pilots report on some examples of working with local parishes and deaneries to plan RE and Catholic life events (RF/LA)</p> <p>1f – Launch of programme for pupil chaplaincy teams – buy in from heads and RE leads (RF/RE Lead)</p>	<p>Evidence from staff surveys (April 2019) Three S48 inspections (Jan-July 2019) Ofsted inspections (up to eight) Leadership Reviews</p> <p>Appointments to reserved posts since Jan 2019 reviewed for compliance Evaluative feedback from Aspiring Heads Cohort 1 3/10 of Aspiring Heads Cohort appointed to Headship Recruitment of Catholic teachers outlined in SEL action plans</p> <p>Induction programme presented to Board in summary in Sept 2019</p> <p>Evaluative feedback from first LGB training sessions in March and June 2019 is positive A formation strategy for headteachers is in place for the first time by July 2019 Board has formulated a strategy for the trust based on the principles of Catholic education</p> <p>Cluster pilot feedback to ESG on 12 April and the Board on 14 June</p> <p>A number of schools (approx. eight) have signed up to the launch of the pupil chaplaincy by July 2019</p>	<p>1a – The Vision & Values owned by schools, is reflected in the behaviour in our schools, and demonstrates how Catholic educational mission drives educational excellence (RF)</p> <p>1b – There are more Catholic teachers in Trust schools, all Trust schools are compliant with directives from Bishops’ Conference on RE (10% time) and leadership appointments from Jan 2019 (RF/DSC)</p> <p>1c - All staff understand and support the Catholic mission of our schools, with many taking on mission roles as a result of induction programmes, ongoing training, impact of appraisal objectives (RF)</p> <p>1d – School leaders, foundation directors and governors are confident in leading and developing our Catholic mission and its link to high standards as a result of effective formation and training (RF/DSC)</p> <p>1e – Collaborative working in clusters is embedded and results in effective liaison on Catholic Life programmes and events with local parishes and deaneries (RF/LA)</p> <p>1f - Pupils are confident in mission leadership, with close links to Plymouth Caritas, as seen in chaplaincy teams and collective worship in schools (RF/RE Lead)</p>

Priority 2 Owner: LA	Summer 2019 Success Criteria	How will we know? Measured by?	March 2022 Success Criteria
<p>Ensure that safeguarding in all our schools is effective and that they are all providing a Good or Outstanding quality of education</p>	<p>2a – All but six CAST schools are rated Good or better by the Trust (LA)</p> <p>2b - Educational outcomes in 80% of Trust schools are in line with national averages (LA)</p> <p>2c – Educational outcomes for groups, especially Pupil Premium, EAL, LAC, and most able prior attaining pupils (and vulnerable groups in HPA) are at least in line with national averages in 80% of Trust schools (LA)</p> <p>2d – The needs of pupils with SEND are met more effectively due to Quality First teaching, with outcomes at least in line with national averages in 80% of Trust schools (MB)</p> <p>2e – The curriculum group effectively reviews curriculum delivery across CAST schools in light of new Ofsted framework, identifying strong and weak practice (MB)</p> <p>2f - Pupils are making progress at least in line with national averages in 80% Trust schools due to an effective CAST-wide approach to assessment (LA)</p>	<p>Confirmed by termly monitoring reports on CAST grades (or Ofsted if current)</p> <p>KS2 outcomes reported to Board on 26 July 2019, KS4 outcomes reported in September</p> <p>KS2 outcomes for groups reported to Board on 26 July 2019, KS4 outcomes reported in September</p> <p>KS2 outcomes for SEND pupils reported to Board on 26 July 2019, KS4 outcomes reported in September</p> <p>Quality of teaching as evidenced by Ofsted reports and CAST reports reported to Board on 26 July 2019</p> <p>DoES report to Board on 26 July on progress of curriculum group and CAST curriculum policy</p> <p>DoES report to Board on 26 July on pupil progress and status of CAST assessment policy</p>	<p>2a – All CAST schools are rated as Good or better by the Trust, with more than one in each cluster rated outstanding (LA)</p> <p>2b - Educational outcomes (attainment and progress) in all Trust schools are at least in line with national averages with 50% above (LA)</p> <p>2c – Educational outcomes for groups, especially Pupil Premium, EAL, LAC, and most able prior attaining pupils (and vulnerable groups in HPA) are at least in line with national averages in all Trust schools (LA)</p> <p>2d – The needs of pupils with SEND are met due to effective Quality First teaching, SEND pupils have no or few exclusions in Trust schools and outcomes in line with national averages (MB)</p> <p>2e – All schools plan and deliver a high quality, broad and balanced progressive curriculum that meets the needs of their pupils very well (MB)</p> <p>2f - Robust assessment processes across the curriculum ensure that lessons meet pupils needs very well and they achieve to a high standard in all subjects (LA)</p>

Priority 3 Owner: KC	Summer 2019 Success Criteria	How will we know? Measured by?	Summer 2022 Success Criteria
Secure financial sustainability for the Trust	<p>3a - Viability Plan approved, with positive outcome on Trust's financial position in 2019/20 (RF/KC)</p> <p>3b - Annual operating budget at school level return shows 1% surplus for all schools in 19/20 except where schools have an agreed recovery plan(KC)</p> <p>3c – Trust operating effectively to ensure compliance, consistency and accurate reporting across finance, HR and premises support (KC)</p> <p>3d – Feasibility study complete and proposal for secondary provision approved (KC)</p> <p>3e –The Trust manages its cash flow to ensure no less than 20 cash days in hand</p> <p>3f –Revenue reserves for 2018/19 are no less than £600k</p> <p>3g – Investment strategy in place (RF/KC)</p>	<p>Revised Viability Plan (with 3-year budget) taken to the Board on 26 July by KC</p> <p>Breakdown of individual school final positions for 19/20 – showing surplus and deficit – taken to the Board on 26 July by KC as part of the Trust Financial Forecast return</p> <p>The Trust will have an unqualified external audit report and the number of regularity matters in the KIDD will be reduced. No significant health and safety breached will be reported in the annual report 2018/19</p> <p>Feasibility for secondary provision presented to ESG by KC on 12 April and then to Board on 26 April 2019</p> <p>Cash flow statements with management accounts</p> <p>Statutory Accounts 218/19 Revenue reserves Strategy agreed by Board for addressing negative reserves (KC)</p> <p>RF/KC present investment strategy to Board by 26 July as part of Revised Viability Plan</p>	<p>3a - Viability Plan 2019 implemented effectively with positive outcome on Trust's financial position (RF/KC)</p> <p>3b - Annual operating budget at school level shows a minimum of 1% surplus for all schools, with KPIs met (except schools on agreed recovery plans) (KC)</p> <p>3c – Trust operating effectively to ensure compliant, consistent and accurate reporting across finance, HR and premises support (KC)</p> <p>3d – The secondary school provision in the Trust is operating in financially sustainable way, meeting KPIs (KC)</p> <p>3e - Trust maintains a positive cash position with a minimum of 20 days cash in hand (KC)</p> <p>3f – Trust has revenue reserves of no less than £1,000,000 (KC)</p> <p>3g – Quality of education is improved by capital investment (RF/KC)</p>

Priority 4 Owner: RF	Summer 2019 Success Criteria	How will we know? Measured by?	Summer 2022 Success Criteria
Increase the pupil numbers in the Trust	<p>4a – A marketing strategy for increasing numbers has been drawn up and shared with school leaders (RF)</p> <p>4b - SEL have reviewed each PAN in light of demographic trends (RF)</p> <p>4c –A Trust-wide audit has established where there is a local need for a nurse or pre-school (KC)</p> <p>4d – A strategy is in place for more effective partnership with deaneries and parishes to increase Catholic pupil numbers (RF/DSC)</p> <p>4e – Initial contact and meeting with potential additional secondary school member of Trust (RF)</p>	<p>RF presents marketing strategy to heads at heads’ briefing in June in readiness for September 2019</p> <p>Recommendation for school PANs to Board in July</p> <p>Audit of nursery provision presented to Boar by KC in July 2019, with strategy for pre-school expansion</p> <p>RF to report to Board by July on early impact of partnership strategy with deaneries</p> <p>RF to report to Board in July with update</p>	<p>4a – Primary pupil numbers have increased by 300 from 6187 (Feb 2019) and secondary by 150 from 1106 (Feb 2019) due to better Ofsted grades, improved educational outcomes and an effective marketing strategy (RF)</p> <p>4b – All school PANs have been reviewed with most schools (80-90%) in the Trust within 90% of PAN (LA)</p> <p>4c – Pupil numbers have increased to PAN in all Trust schools due to the establishment of pre-school or nursery provision where none existed and where local authority approval was granted (LA)</p> <p>4d – Numbers of Catholic pupils across Trust have increased from 2306/7274 (31.7%, Feb 2019) to 2600 as a result of effective recruitment strategy, partnership with the Diocese and the parishes RF/DSC)</p> <p>4e – Another secondary school has joined or is in the process of joining the Trust (RF/Board)</p>

Priority 5 Owner: RF	Summer 2019 Success Criteria	How will we know? Measured by?	Summer 2022 Success Criteria
Strengthen leadership and governance at all levels in the Trust	<p>5a - The Board, with support from the ESG, has agreed what being an effective Board looks like in holding management to account (Board)</p> <p>5b – Local Governing Boards are working positively, adding value to the work of schools according to the Scheme of Delegation (RF)</p> <p>5c - Central team, supported by Cluster Leaders, is running CPD and personal development plans for heads which result in more effective leadership (LA)</p> <p>5d – Cluster Pilots completed, lessons applied and Cluster co-ordinators appointed for Sept 2019 (LA)</p> <p>5e – Leaders at all levels of the Trust are engaged with the concept of being in a Trust (RF/Board)</p>	<p>Holding Management to Account paper agreed by the Board by July at the latest</p> <p>RF to bring evaluative report on work of LGBs to July Board meeting</p> <p>LA to report to Board by July on impact of leadership of leadership programmes in 2018/19</p> <p>Report on cluster pilots to ESG on 12 April and Board on 26 April, RF to bring final Clusters proposal to Board by 26 July at latest</p> <p>RF to report on first CAST staff survey to Board by July at the latest</p>	<p>5a - The Board is highly effective in carrying out its three core functions: leading on vision and strategy, holding the SEL to account for educational and financial outcomes in schools by making good use of timely and robust information and data (Board)</p> <p>5b – Local Governing Boards are working effectively and positively, adding value to the work of schools according to the Scheme of Delegation (RF/DSC/)</p> <p>5c - Central team is running high quality, effective professional development programmes, resulting in all headteachers being effective (able to lead sustained improvement in a school which is good or outstanding) and 30% of headteachers being highly effective (able to lead sustained improvement in a school which is good or outstanding and providing strong leadership across 2 or more other schools) (LA)</p> <p>5d – Clusters are in place and working effectively to secure the educational benefits of collaborative working (LA)</p> <p>5e – Leaders at all levels of the Trust are dynamic and empowered, confident to innovate and contribute to Trust-wide initiatives (RF/Board)</p>

Priority 6 Owner: KC	Summer 2019 Success Criteria	How will we know? Measured by?	Summer 2022 Success Criteria
<p>Provide effective systems, processes and policies</p>	<p>6a – Preparation for consultation on harmonization of staff contracts, using CES model contracts, with a view to frictionless movement between schools (KC)</p> <p>6b – Research completed into best options for a CAST-wide Management Information System which provides timely, robust data on key indicators - (KC)</p> <p>6c – Consultation on CAST-wide IT strategy, led by what is best in the classroom to provide excellent resources for pupils and improved outcomes (LA/KC)</p> <p>6d – Full client specification developed for presentation to the Board with a costed plan</p> <p>6e – CAST-wide safeguarding policy and procedures result in effective safeguarding practice in 100% of Trust schools (MB)</p> <p>6f – CAST-wide Health and Safety policy and procedures result in leaders being secure in their monitoring and schools being safe (KC)</p> <p>6g – CAST-led approach to premises and procurement enables cross trust savings plan to be developed (KC)</p> <p>6h – First CAST-wide staff well-being survey has been conducted and provides baseline data (KC)</p>	<p>KC to report to Board in July</p> <p>Final decision on MIS made by senior leadership by September to present fully costed proposal for Board approval in October.</p> <p>LA to present CAST IT strategy, ready to be launched in September, to Board on 26 July</p> <p>KC to present on website proposals to the Board on 26 July with fully costed plan</p> <p>MB to present annual safeguarding report to Board on 26 July, including summary from all safeguarding reviews</p> <p>PS to present annual Health and Safety report to Board on 26 July, including summary from all safeguarding reviews</p> <p>PS to present Premises and Procurement annual report to Board on 26 July</p> <p>RF to present findings of staff survey to Board on 26 July</p>	<p>6a – The harmonization of staff contracts across CAST, using CES model contracts where available, to achieve equality of pay and conditions and frictionless movement between schools (KC)</p> <p>6b – A CAST-wide Management Information System (pupil data/HR) is in place and provides timely, robust data on key indicators and is used effectively for intervention and best practice (KC)</p> <p>6c – A central IT strategy for all schools, led by what is best in the classroom, provides excellent resources for pupils and improves outcomes (LA/KC)</p> <p>6d – A new CAST website, with web pages for schools, provides coherence, information and useful resources for the trust (KC)</p> <p>6e – CAST-wide safeguarding policy and procedures result in outstanding safeguarding practice across the Trust (MB)</p> <p>6f – CAST-wide Health and Safety policy and procedures result in leaders being secure in their monitoring and schools being safe (KC)</p> <p>6g – CAST-led approach to premises and procurement enhances the school estates and provides value for money (KC)</p> <p>6h – CAST-wide staff well-being surveys show decreasing stress and increasing satisfaction (KC)</p>

Milestone Vertical Tracking: Summer 2019 Success Criteria

Priority 1 Catholic Mission	Priority 2 Quality Education	Priority 3 Finance	Priority 4 Increase Numbers	Priority 5 Leadership	Priority 6 Systems, processes
<p>1a - Vision and Values known by our schools – the link between excellence and Catholic mission is understood (RF)</p> <p>1b – Contact with Catholic students and teachers outside of CAST through ITT providers and parishes, all schools are compliant with directives from Bishops’ Conference on headteachers appointed since Jan 2019, Aspiring Heads Cohort A successful, Cohort B recruited (RF)</p> <p>1c – An induction programme for staff new to CAST schools is in place for the first time for use in September 2019 (RF)</p> <p>1d – School leaders, foundation directors and governors know our Catholic mission and its link to high standards as a result of effective formation and training (RF/Board)</p> <p>1e - Clusters pilots report on some examples of working with local parishes and deaneries to plan RE and Catholic life events (RF/LA)</p> <p>1f – Launch of programme for pupil chaplaincy teams – buy in from heads and RE leads (RF/RE Lead)</p>	<p>2a – All but six CAST schools are rated Good or better by the Trust (LA)</p> <p>2b - Educational outcomes in line with national averages (LA)</p> <p>2c – Educational outcomes for groups, especially Pupil Premium, EAL, LAC, and most able prior attaining pupils (and vulnerable groups in HPA) are at least in line with national averages in 80% of Trust schools (LA)</p> <p>2d – The needs of pupils with SEND are met more effectively due to Quality First teaching, with outcomes at least in line with national averages in 80% of Trust schools (MB)</p> <p>2e – The curriculum group effectively reviews curriculum delivery across CAST schools in light of new Ofsted framework, identifying strong and weak practice (MB)</p> <p>2f - Pupils are making progress at least in line with national averages in 80% Trust schools due to an effective CAST-wide approach to assessment (LA)</p>	<p>3a - Viability Plan approved, with positive outcome on Trust’s financial position in 2019/20 (RF/KC)</p> <p>3b - Annual operating budget at school level return shows 1% surplus for all schools in 19/20 except where schools have an agreed recovery plan(KC)</p> <p>3c – Trust operating effectively to ensure compliance, consistency and accurate reporting across finance, HR and premises support (KC)</p> <p>3d – Feasibility study complete and proposal for secondary provision approved (KC)</p> <p>3e –The Trust manages its cash flow to ensure no less than 20 cash days in hand</p> <p>3f –Revenue reserves for 2018/19 are no less than £600k</p> <p>3g – Investment strategy in place (RF/KC)</p>	<p>4a – A marketing strategy for increasing numbers has been drawn up and shared with school leaders (RF)</p> <p>4b - SEL have reviewed each PAN in light of demographic trends (RF)</p> <p>4c –A Trust-wide audit has established where there is a local need for a nurse or pre-school (KC)</p> <p>4d – A strategy is in place for more effective partnership with deaneries and parishes to increase Catholic pupil numbers (RF/DSC)</p> <p>4e – Initial contact and meeting with potential additional secondary school member of Trust (RF)</p>	<p>5a - The Board, with support from the ESG, has agreed what being an effective Board looks like in holding management to account (Board)</p> <p>5b – Local Governing Boards are working positively, adding value to the work of schools according to the Scheme of Delegation (RF)</p> <p>5c - Central team, supported by Cluster Leaders, is running CPD and personal development plans for heads which result in more effective leadership (LA)</p> <p>5d – Cluster Pilots completed, lessons applied and Cluster co-ordinators appointed for Sept 2019 (LA)</p> <p>5e – Leaders at all levels of the Trust are engaged with the concept of being in a Trust (RF/Board)</p>	<p>6a – Preparation for consultation on harmonization of staff contracts, using CES model contracts, with a view to frictionless movement between schools (KC)</p> <p>6b – Research completed into best options for a CAST-wide Management Information System which provides timely, robust data on key indicators - (KC)</p> <p>6c – Consultation on CAST-wide IT strategy, led by what is best in the classroom to provide excellent resources for pupils and improved outcomes (LA/KC)</p> <p>6d – Full client specification developed for presentation to the Board with a costed plan</p> <p>6e – CAST-wide safeguarding policy and procedures result in effective safeguarding practice in 100% of Trust schools (MB)</p> <p>6f – CAST-wide Health and Safety policy and procedures result in leaders being secure in their monitoring and schools being safe (KC)</p> <p>6g – CAST-led approach to premises and procurement enables cross trust savings plan to be developed (KC)</p> <p>6h – First CAST-wide staff well-being survey has been conducted and provides baseline data (KC)</p>

Looking Further Ahead to 2024

	Success Criteria (impact of development plans by summer 2024)	
	<ul style="list-style-type: none">• Outcomes consistently excellent• Teaching school awarded to CAST• National lead on Catholic curriculum• Valued for money and reinvestment achieved• Succession planning embedded• Talent spotting and development routine across Trust• Contracts harmonized across trust, staff movement frictionless• Working effectively with other MATs• Recruiting staff from outside Trust• Generating income from highly sought-after leadership development programmes• Board helping to develop new Catholic MATs nationally	

Appendix 1

Our Culture

With these drivers at the heart of our improvement journey, we aim to create a culture in Plymouth CAST dedicated to achieving our vision of an excellent Catholic education for every pupil. This culture will be defined by the following characteristics:

- A culture of aspiration and excellence as the norm
- A culture of welcome, especially for non-Catholic colleagues and pupils
- A child-centred culture – what is best for them?
- A culture of high challenge/low threat based on respect and a commitment to continuous improvement
- A culture of vigilance where safeguarding and health and safety are seen as everyone’s responsibility
- A ‘no excuses’ culture – where no cohort, family or pupil is left behind
- A culture of restless self-evaluation – how can we do better?
- A culture of good stewardship which strives for viability and sustainability
- A culture of high standards of behavior
- A culture of support for adults – recognising when there is pressure on staff, with a focus on staff well-being
- A culture of faith – where everyone has ‘permission’ to pray and grow spiritually
- Above all, a loving culture

When this vision becomes a reality, our pupils will leave us with:

- A sense of their dignity and worth as a person loved by God
- A sense that creation is God-given and good and we have a duty of care towards our common home
- The best academic qualifications they were capable of achieving to allow them to flourish in adult life
- A sense of service to the world, especially to the disadvantaged
- A sense that they are gifted and called to a vocation of service in life
- Happy memories of their time in school, especially of how adults made them feel – a sense of belonging

Appendix 2

Our Principles

Our principles are an expression of our Gospel Values in action, how we translate these values when it comes to the realm of decision-making and managing change. Our principles also embody the Nolan Principles of public life. Our ten principles are:

- 1. Dignity of the individual.** This principle promotes a focus on the dignity of the other rather than ‘my’ dignity, especially the dignity of the child or young person.
- 2. Preferential option for the most vulnerable.** From our Old Testament roots, Christianity has had a particular mission to serve those who are marginal in our world.
- 3. High standards.** As stated in Canon Law, the Church has high expectations of the academic performance of Catholic schools.
- 4. Accountability.** Clear expectations are required about who is responsible for what in the Trust and to whom they are accountable.
- 5. Good stewardship.** Our Trust is funded by the state, sponsored by the Church, and our challenge is to provide an excellent Catholic education for our pupils while delivering value for money for the state and the Church.
- 6. Unity.** We are one family of schools, one multi-academy trust. Collaboration is one of our drivers and we are committed to developing a deeper sense of community and identity.
- 7. Alignment.** Our principle as a Trust is first of all to align in terms of practice and policies. There are some areas where this is statutory. One employer means one pay policy, one finance system, one HR function and so on.
- 8. Objectivity.** All of our staff and our leaders especially must bring objectivity to their judgements and decision-making and never be seen to be siding with a vested interest or individual.
- 9. Openness.** In a period of change and transformation there may be some difficult conversations and decisions to be made. Throughout the process, it is important that we establish an open and honest culture, with good communication.
- 10. Integrity.** In common with all public bodies, but especially so in those associated with the Church, the highest standards of honesty and integrity must apply.

A fuller definition of our principles can be found in our Vision and Values paper